

IMAGINE AND OVER

A SENSE OF PLACE AND DESTINATION

Leadership ICMA Capstone
May 2016



PRESENTATION OVERVIEW

- ❖ The Importance of Downtown
- ❖ Andover Site Visit - Key Observations
 - Challenges
 - Assets
 - Opportunities
- ❖ Preliminary Idea Sharing
 - Business
 - Town Amenities
 - Building Community
- ❖ Tools



THE IMPORTANCE OF DOWNTOWN

- ❖ Heart of the community
 - A distinctive “Main Street” is an anchor
- ❖ Employment and economic center
 - Sustains unique small businesses
- ❖ Gathering place for entire community
 - Fosters social connections
- ❖ Experience destination
 - A place for special events and activities
- ❖ Reflects uniqueness of community
 - Home to historic and cultural elements



KEY OBSERVATIONS - CHALLENGES

- ❖ Minimal Opportunities for Social Interaction
 - No central core of activities or events
- ❖ Rental Rates Limit Business Inventory
- ❖ Limited Opportunities for Shopping
 - Decentralized
 - Outshopping
- ❖ Maintenance
 - First impressions for visitors
 - Appearance



KEY OBSERVATIONS - CHALLENGES



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- ❖ Communication
- ❖ Interconnectedness
- ❖ Coordination
- ❖ “Blandover” *as described by students*
- ❖ Gaps in business inventory
- ❖ Events
- ❖ Safety



KEY OBSERVATIONS - ASSETS

- ❖ Community Involvement
- ❖ Town Yard Property (*if approved*)
- ❖ Preserved Natural Areas, Green Spaces and Trails
- ❖ Transportation and Transit
- ❖ Phillips Academy
- ❖ Mill District
- ❖ History



KEY OBSERVATIONS - ASSETS



Stakeholder Collaboration



Mill District



Gathering Spaces



Student Involvement

KEY OBSERVATIONS – OPPORTUNITIES

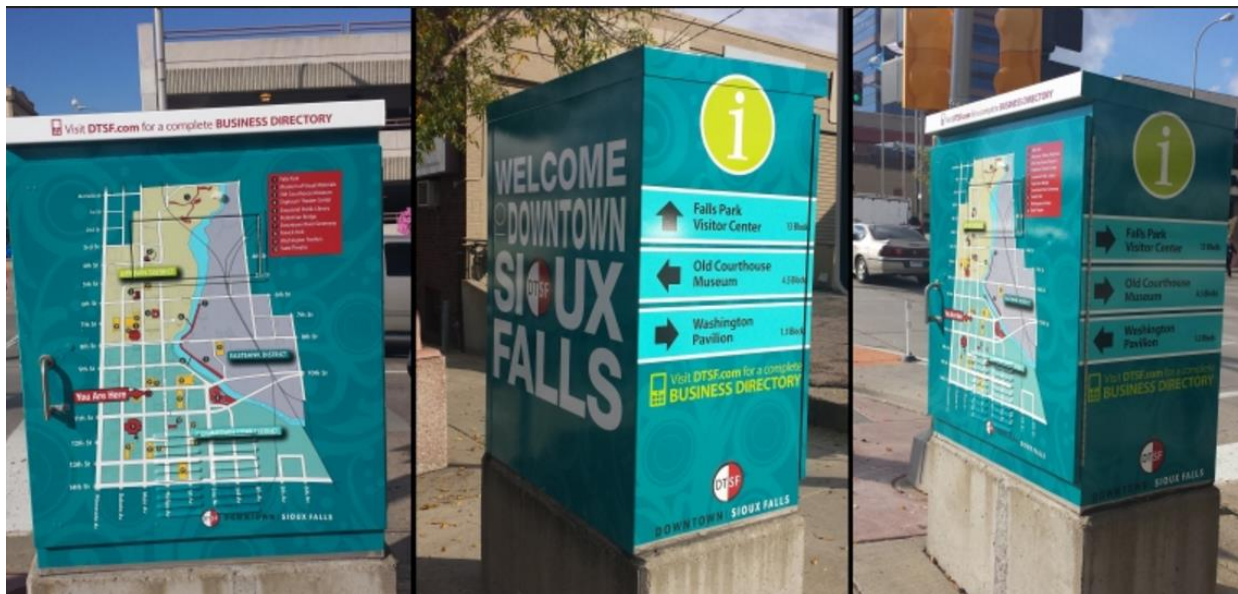
- ❖ Placemaking
 - Create a unique identity
 - Identify regional niche
- ❖ Dedicated business support staff
 - Chamber of Commerce
 - Business attraction
 - Communication
 - Project partnership
 - Maps
 - Promotions
 - Event management



KEY OBSERVATIONS – OPPORTUNITIES

❖ Encourage Exploration

- Wayfinding
- Directory
- Creative Ideas
- Public Art



KEY OBSERVATIONS - OPPORTUNITIES

❖ River District/Access

- Decide the purpose
- Interconnection with neighboring communities
- Access easements
- Communicate access points and map

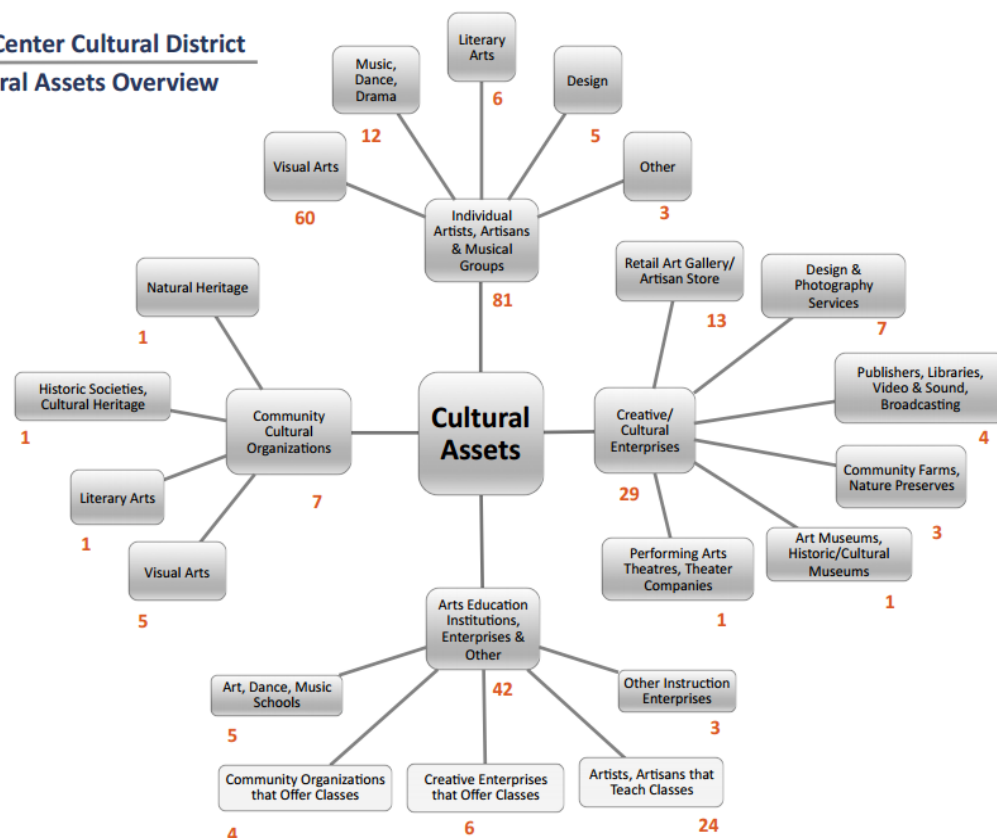


KEY OBSERVATIONS - OPPORTUNITIES

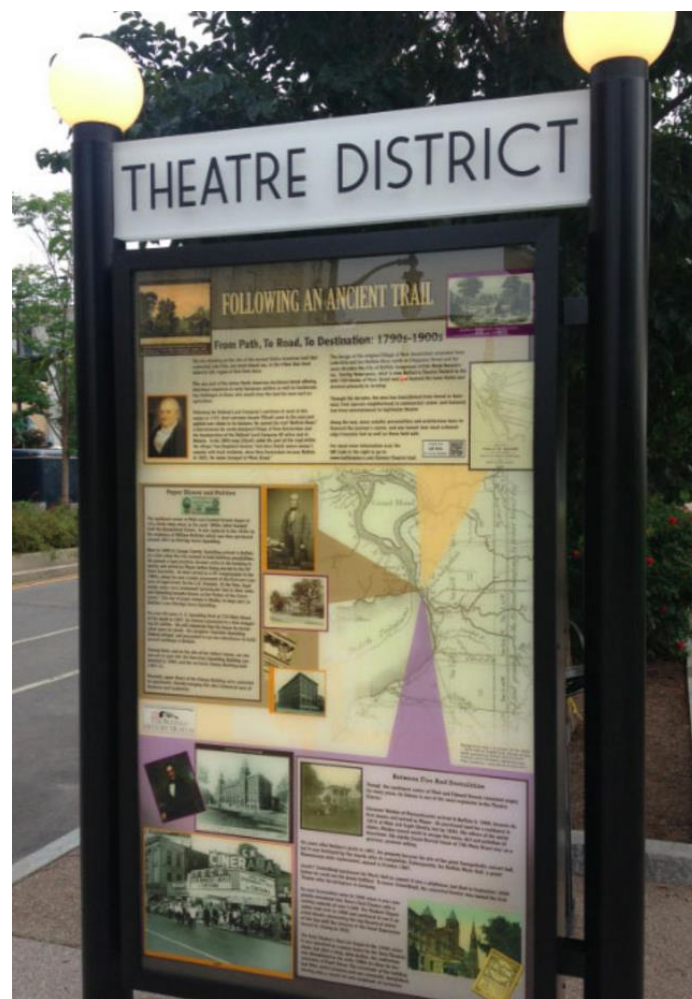
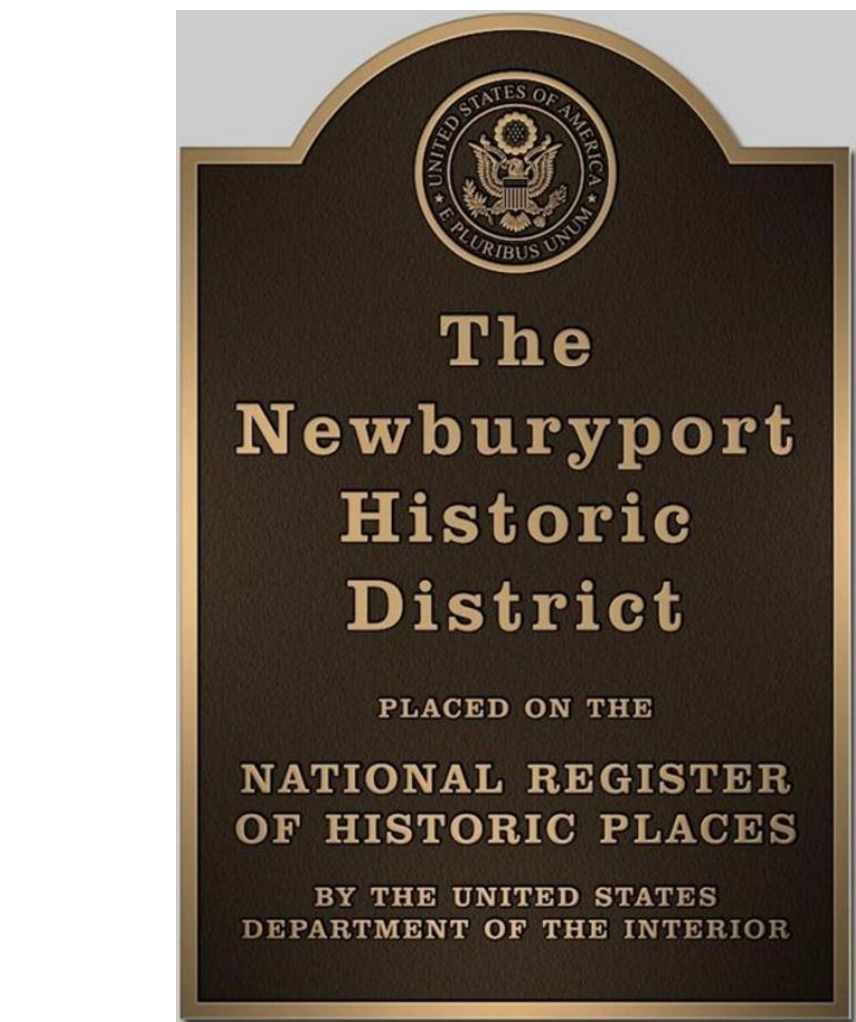
❖ Culture

- Brand as historic and cultural center
- Inventory assets
- Communicate
 - Cultural corridor
 - Addison gallery
 - Historic homes
- Tell stories

Natick Center Cultural District
Cultural Assets Overview



KEY OBSERVATIONS -



KEY OBSERVATIONS - OPPORTUNITIES

❖ Leverage Educational Assets

- Involve students in pracademic programs
 - Merrimack College
 - UMass-Lowell
 - UMass-Boston
 - Boston-area colleges
 - Phillips Academy
 - Andover High School



KEY OBSERVATIONS - OPPORTUNITIES

❖ Government

- Develop and sustain a community vision
- Align Boards/Commissions
- Communicate and collaborate
 - Consider dedicated public involvement staff
 - Role in volunteer coordination
 - Leverage grants and P3 opportunities
- Attention to detail



KEY OBSERVATIONS - OPPORTUNITIES

❖ Redevelopment

- Town yard
- Mill buildings
- River corridor
- Downtown streets



PRELIMINARY IDEA SHARING - BUSINESS

- ❖ Develop a Community Vision and Downtown Strategy
- ❖ Improve Signage and Wayfinding
- ❖ Evaluate Rents Relative to Comparison Communities
- ❖ Engage and Communicate
- ❖ Think Holistically



PRELIMINARY IDEA SHARING: NEWBURYPORT



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PRELIMINARY IDEA SHARING - TOWN AMENITIES

- ❖ Develop a Community Vision
- ❖ Leverage Culture and History
- ❖ Promote access to nature
- ❖ Utilize Partnerships & Co-created Assets
- ❖ Needs:
 - Gathering Spaces
 - Special Events
 - Public Art
- ❖ Communicate



PRELIMINARY IDEA SHARING - BUILDING COMMUNITY

- ❖ Increase Housing Mix and Flexibility
- ❖ Leverage Community Pride and Existing Involvement
- ❖ Community Programming: History, Culture and Nature
- ❖ Engage Both Young and Old
- ❖ Communicate



PRELIMINARY IDEA SHARING - BUILDING COMMUNITY

- ❖ Ten Major Destinations in a Region
- ❖ Ten Places in each Destination
- ❖ Ten Things to do in Each Place
 - Layered to create synergy

POWER OF 10+

HOW CITIES TRANSFORM THROUGH PLACEMAKING



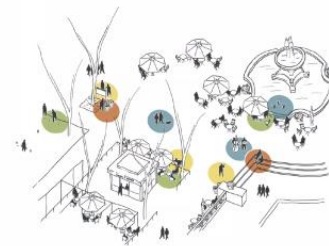
City/Region

10+ MAJOR DESTINATIONS



Destination

10+ PLACES IN EACH



Place

10+ THINGS TO DO,
LAYERED TO CREATE SYNERGY

PRELIMINARY IDEA SHARING - TOOLS

- ❖ State Technical Assistance Grants
- ❖ State Implementation Grants
- ❖ Public Private Partnerships
- ❖ Community Investment
- ❖ Grant Programs
- ❖ Financing Options
- ❖ Volunteers



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